

UNHCR IN 2018

Mission

The High Commissioner for Refugees is mandated by the United Nations to lead and coordinate international action for the worldwide protection of refugees and the resolution of refugee problems. To date (December 2017), 148 States are parties to the 1951 Convention relating to the Status of Refugees and/or to its 1967 Protocol.

UNHCR's primary purpose is to safeguard the rights and well-being of refugees. In its efforts to achieve this objective, the Office strives to ensure that everyone can exercise the right to seek asylum and find safe refuge in another State, and to return home voluntarily. By assisting refugees to return to their own country or to settle permanently in another country, UNHCR also seeks lasting solutions to their plight.

UNHCR's Executive Committee (101 member States as of October 2017) and the UN General Assembly have authorized involvement with other groups. These include former refugees who have returned to their

homeland; internally displaced people; and persons who are stateless or whose nationality is disputed. To date (October 2017), 89 States are parties to the 1954 Convention relating to the Status of Stateless Persons and 70 to the 1961 Convention on the Reduction of Statelessness.

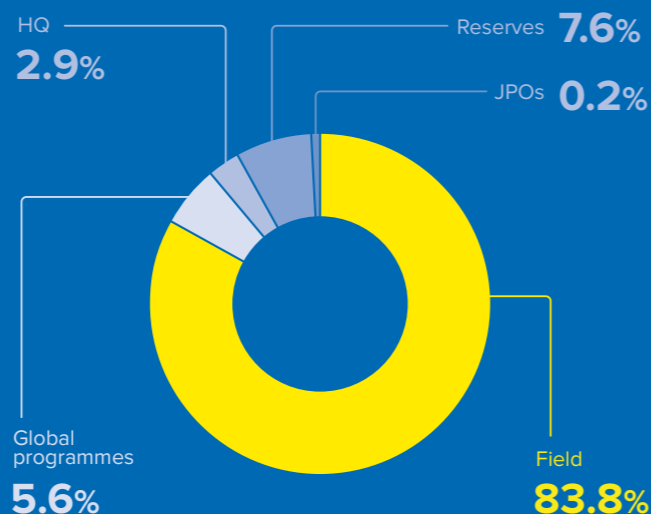
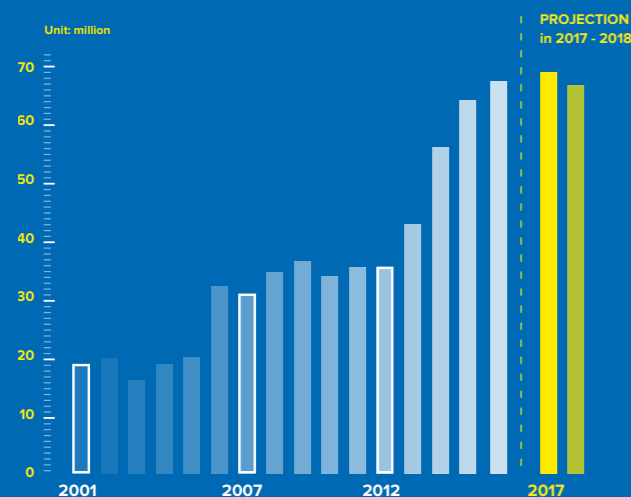
The Office seeks to reduce situations of forced displacement by encouraging States and other institutions to create conditions which are conducive to the protection of human rights and the peaceful resolution of disputes. In all of its activities, it pays particular attention to the needs of children and seeks to promote the equal rights of women and girls. The Office carries out its work in collaboration with many partners, including governments, regional organizations, international and non-governmental organizations. It is committed to the principle of participation, believing that refugees and others who benefit from the organization's activities should be consulted over decisions which affect their lives.

UNHCR Global presence (2018 projection)

11,621 staff members* in 468 locations, 130 countries where UNHCR is present

67.7 million people of concern

\$7.508 billion global budget



* All posts excluding JPOs and UNVs (source: A/AC.96/1169 - UNHCR Biennial programme budget 2018-2019).

Key figures

In 2018, the requirements for programmed activities* stand at \$6.929 billion. The percentage breakdown by Pillar is presented below.

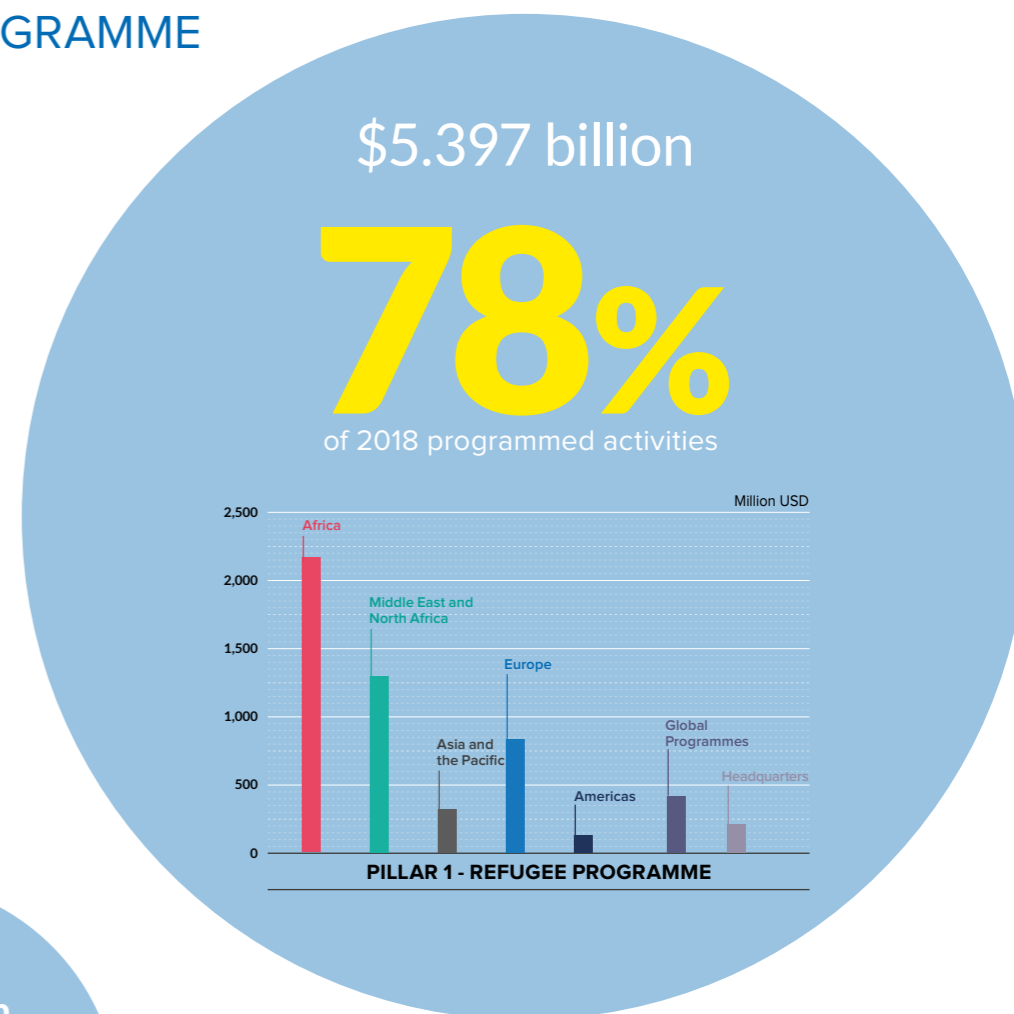
REFUGEE PROGRAMME

More than half of all refugees come from three countries

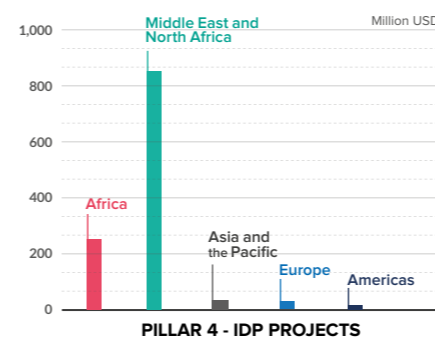
- Syrian Arab Republic**
5.5 million people
- Afghanistan**
2.5 million people
- South Sudan**
1.4 million people

Major refugee hosting countries

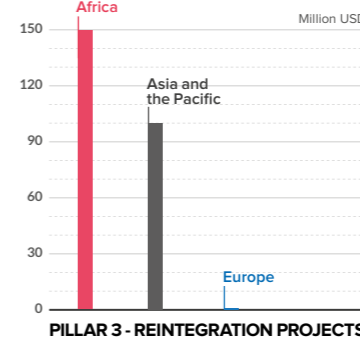
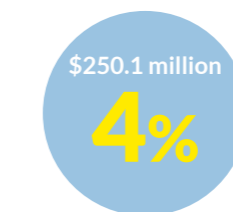
Country	number of refugees**
Turkey	2.9 million
Pakistan	1.4 million
Lebanon	1 million
Islamic Republic of Iran	979,400
Uganda	940,800
Ethiopia	791,600



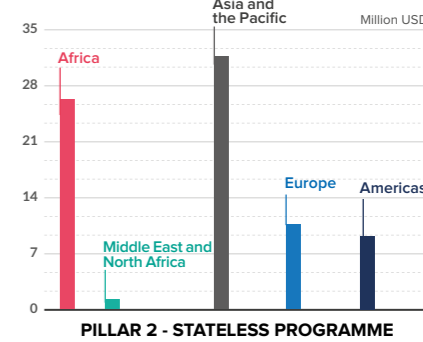
IDP PROJECTS



REINTEGRATION PROJECTS



STATELESS PROGRAMME



* Programmed activities are defined as field, global programmes and headquarters activities only, excluding reserves and the Junior Professional Officer (JPO) programme.

** By the end of 2016.

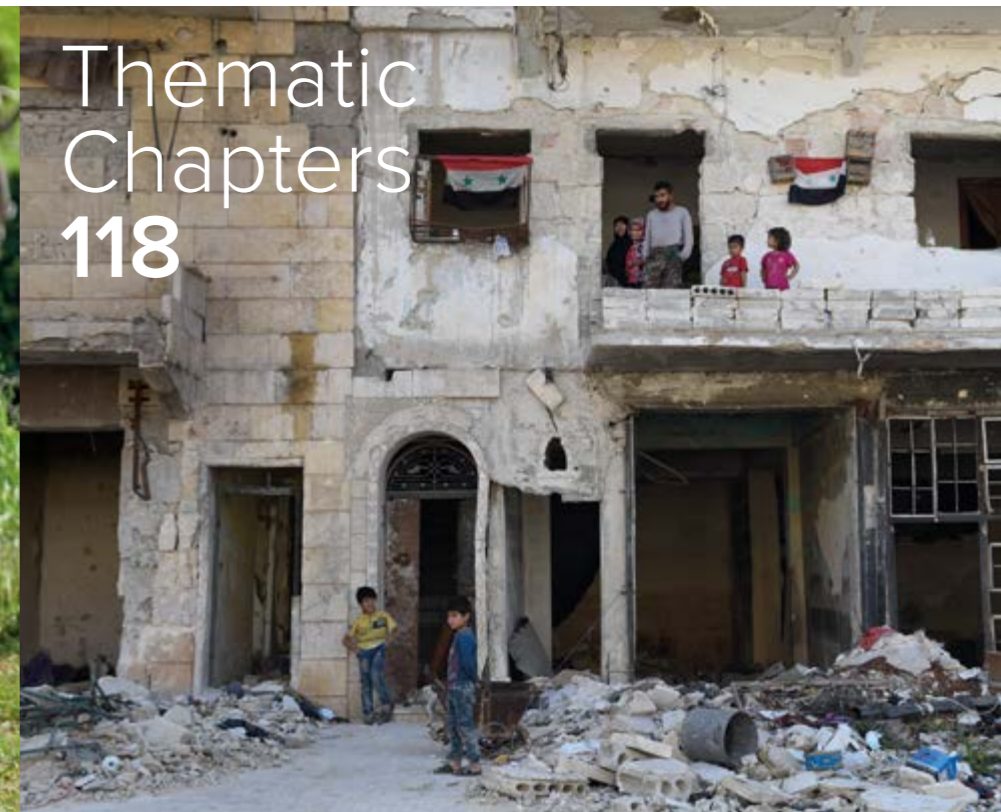
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Matching commitments with action

Rohingya refugees congregate in a central space where aid distributions take place at Kutupalong refugee camp in Bangladesh.

As we issue this Global Appeal, thousands of people are fleeing their homes every day in search of safety—in the Central African Republic, the Democratic Republic of the Congo, Iraq, Myanmar, the Syrian Arab Republic (Syria), and elsewhere. Refugees are crossing borders, arriving in remote rural communities, or in sprawling cities affected by urban poverty. Others are uprooted within their own countries, forced from their homes by major security operations or armed clashes, caught up in the midst of conflict, often without the option of making their way to safety abroad.

In 2017, more than 600,000 people crossed from Myanmar to Bangladesh in the space of just a few short weeks, the most rapid outflow since the massive refugee emergencies of the 1990s. Other major crises show no sign of abating, as in Yemen, where two-thirds of the population is in need of humanitarian assistance, and South Sudan, where one in four people is displaced, and refugee outflows continue.

Some protracted crises are now decades old. Conflicts in Afghanistan and Somalia continue to uproot hundreds of thousands

of people, leaving millions stranded in exile, and propelling an entire generation of young people across deserts and seas, exposed to terrible risks. At the same time, some refugees and internally displaced people are returning home to those countries, and need support.

For many refugees, the search for safety and protection has become more dangerous. People fleeing gang violence in northern Central America—the majority of whom are women and children—face appalling risks on their journeys in search of refuge. Along the central Mediterranean route to Europe, stretching from sub-Saharan Africa through Libya to Italy, refugees and migrants are exposed to life-threatening violence and exploitation, detention and torture.

At the same time, in certain situations important new dynamics are emerging, with potentially significant consequences. In Syria, large-scale internal displacement has continued in 2017, but in parallel, space is opening up that has allowed some IDPs, and a much smaller number of refugees, to return home, often in less than optimal conditions and to circumstances of stark devastation. Signs of resilience are nonetheless emerging, and must be nurtured, especially if there is progress on de-escalation. At the same time, sustaining protection in neighbouring host countries, and avoiding pressure for premature return, will be critical during the complex period ahead. In the Lake Chad region, greater stability is emerging, but return must be

managed carefully to ensure that it is fully voluntary and sustainable. Iraq too, is entering a complicated new phase, in which grave protection challenges must be overcome and deep divisions addressed, if conflict and displacement are to be progressively resolved.

The same weaknesses in international cooperation that allow crises to emerge and gather force, triggering refugee flows, have also eroded protection for those forced to flee. Certain States—often those least impacted by refugee arrivals—have closed borders, restricting access to asylum and deterring entry. But many refugee-hosting States, particularly those neighbouring conflict zones, keep their borders open and generously host thousands—sometimes millions—of refugees. Across the world, we also see humanity, generosity, resilience, welcome, patience, determination, and understanding, reminding us that extending protection to those in search of refuge is an age-old value, as well as a universal, binding legal obligation.

Bringing the New York Declaration to life

With the adoption of the New York Declaration on Refugees and Migrants in September 2016, States agreed to address and resolve refugee flows through a new model—the Comprehensive Refugee Response Framework (CRRF)—that places the rights, interests and potential of refugees and of their hosts at the heart of a



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multi-dimensional response, encompassing, but extending beyond, humanitarian action. The Declaration resonates throughout this Appeal as the foundation of a new approach. In concrete terms, this process should result in more predictable support to host countries and communities, enhanced self-reliance for refugees, more resettlement places and other legal pathways to protection and solutions, and

greater engagement in solving conflicts and addressing root causes - so that voluntary repatriation becomes a real and sustainable option. All these elements must be worked on together, with equal determination.

Now, we must match commitments with action.

South Sudanese refugees and members of the Sudanese host community welcome the High Commissioner to Al-Nimir camp in Sudan's East Darfur State.

The countries and communities in the developing world that receive and host the majority of the world's refugees are the mainstays of the international protection regime. Many of these States are now pursuing important policies that foster refugee inclusion and self-reliance, but their hospitality must be shored up through sustained international support, and a genuine assumption of shared responsibility. The CRRF—which is now being applied in twelve countries and two situations, and will be progressively rolled out in all large-scale refugee situations, as described in more detail in this Global Appeal—provides a framework for realising this in practice.

Experience in applying the CRRF, together with lessons learned and ideas generated from experience in other refugee situations, will inform the development of the global compact on refugees, which I will propose as part of my annual report to the General Assembly in 2018, based on consultations with Member States and other relevant stakeholders.

UNHCR is also contributing to parallel efforts to develop a global compact for safe, orderly and regular migration. A strong compact there will have a positive impact on the human rights of both refugees and migrants.

Strengthening traditional and building new partnerships

As the vision of the New York Declaration takes root, and the global compact on refugees is crafted and applied, UNHCR's own role, and our engagement with partners, will also progressively change. The new framework presents important opportunities for a more comprehensive and strategic approach to partnerships—one in which UNHCR acts as a catalyst to engage a broad range of entities—including with regional bodies, NGOs, faith-based organisations, sports entities, the private sector and other parts of civil society. We need to develop and strengthen partnerships that cross thematic divides, including ones that effectively and sustainably bridge the gap between humanitarian and development action.

This is a key area in which we are already seeing demonstrable change. Development action and financing are central to the new Comprehensive Response model—to enhance policy dialogue, to expand service delivery, and boost economic opportunities for refugees and host communities. The evidence is ever stronger that, properly supported by policy instruments and development investments, the socio-economic inclusion of refugees benefits both them and their hosts, and is in line with the 2030 Agenda for Sustainable Development.

As this Global Appeal describes, we are pursuing a transformative partnership with the World Bank and developing fruitful partnerships with other development partners, including multilateral and regional development banks, and other development partners.

In line with its vision for strong private sector and civil society involvement, we are also stepping up our engagement with the corporate sector, philanthropists, sports and other foundations. The engagement of private sector individuals and entities plays an important role in helping us innovate, fostering positive attitudes, and sometimes,

influencing policy. They are often also important donors, and we are also now boosting our efforts to raise \$1 billion from the private sector annually by 2026.

The global compact should provide a platform through which we can inform, mobilize and engage a wider range of entities and sectors of society than in the past, as well as reinforcing existing partnerships—with the overarching objective of strengthening protection. These should invest in the future by strengthening the resilience of both refugees and hosting communities, and by expanding access to resettlement and complementary pathways, and other solutions.

There is much, then, to be hopeful about. As we work towards the global compact, the Secretary-General's peace and security reforms are also taking shape, embedding conflict prevention and mitigation, and efforts to sustain peace, as the core task of the United Nations. Together with the envisaged reform of the United Nations Development System, these echo the comprehensive, multi-dimensional approach embodied in the New York Declaration.

Looking forward to 2018 and 2019

In January 2017, we issued UNHCR's Strategic Directions, setting out clear orientations for our work until 2021, and areas of investment needed to pursue them, aligned with the vision of the New York Declaration. Their elements—the core directions of protect, respond, include, empower and solve—will guide our work in the coming years.

We are now in a highly fluid situation, as international cooperation wanes and fragmented, state-by-state responses to refugee flows emerge, often driven by short-term political agendas. In this context, the New York Declaration's resounding reaffirmation of protection—as a binding obligation, reflecting core principles and shared values—was critical. As we work to build a comprehensive response to refugee flows, and UNHCR's own role shifts to reflect a more catalytic orientation, it will nonetheless be critical that the space is preserved for UNHCR's distinct mandate for international protection and solutions to be fully exercised, including through robust operational engagement and the provision of cash, services and material assistance where needed. Providing protection and hope for the future—if properly managed—adds and enriches, and I trust that in the pages of this Global Appeal you will find evidence of individuals and communities whose lives have been made fuller by giving refugees a new start. Amidst the turbulence of so many challenges to the international protection regime, the best way to steer the course is to stick to the core—the essence of protection—and remind ourselves of why it was created in the first place, and learn how to customize it in today's world.

Continued investment in our emergency response capacities is another important focus. Humanitarian assistance must be sustained even as development action and other forms of support are progressively intensified, if we are to respond to the compelling needs arising from new waves of crisis and displacement. As we have seen in Bangladesh, we must protect and respond where the needs are, providing life-saving protection and support, supporting national authorities, local people and organizations as the first and primary responders to emergencies.

Taking a holistic approach that encompasses the entire continuum of forced displacement, we are also striving to enhance our engagement with the world's 40 million internally displaced people, and to make it more predictable, including by implementing the recommendations of an operational review completed in 2017. The 20th anniversary of the Guiding Principles on Internal Displacement in 2018 and the 10th anniversary of the Kampala Convention in 2019 will present opportunities to galvanize support to States to enshrine the Principles in law, policy, and action.

We will also maintain and step up our investment in pursuing solutions—including identifying and leveraging possibilities for voluntary repatriation, where they are sustainable and can be achieved in safety and dignity. With regards to resettlement, we will work with States to try to develop ways of redressing the drop in the number of places available that has occurred in 2017, and to widen the range and type of other legal pathways to third countries. We will also continue to work with States on our campaign to end statelessness by 2024. A significant milestone will be reached in 2019—the mid-point of the

#IBelong Campaign. UNHCR will convene a high-level event to take stock of progress, showcase achievements, generate new pledges to address statelessness, and provide strong momentum for the campaign's second half.

UNHCR continues to benefit from strong donor support, for which I am deeply grateful. In 2016 we received our highest ever level of voluntary contributions. However as 2017 draws to a close, we estimate that the funds received will be slightly lower than last year, despite increased requirements, and that almost 50 per cent of needs will be left unmet. Too many urgent operations, such as those in Afghanistan, in Burundi, in the Central African Republic, in the Democratic Republic of the Congo, and in South Sudan are underfunded, as are the major refugee crises in Iraq, Syria and Yemen. I appeal to Member States and other donors to sustain and increase support through flexible funding and early contributions that avoid uncertainty and enable us to use funds where the needs are greatest.

Working towards a shared understanding

This Global Appeal presents a sober picture of the immense challenges we will face in 2018 and 2019. This is important. Aspirations are not enough. We have to be realistic, and constantly take stock of where we are making progress, and where we are falling short.

As we prepare for a new year, I remain encouraged that in the New York Declaration and the broader momentum it has generated, a shared understanding has emerged that by working together, and by placing the rights, interests and perspectives of displaced and stateless persons at the centre of our efforts, we can find solutions to forced displacement that are in everybody's interest.

We must not underestimate the task ahead. Despite the promise of the New York Declaration, the collective efforts it has spurred around comprehensive responses in a number of countries and regions, and the extraordinary generosity of many host countries, 2017 brought many protection challenges and a shrinking of space for solutions in certain respects.

The seeds for change have been planted, but the shoots beginning to emerge must be nourished. The New York Declaration was an exceptional expression of political will at the highest level, but this must be sustained and made concrete—through political engagement, funding, technical support, and concrete acts in support of refugees and host countries—including in the major crises that are currently unfolding. We have a collective responsibility to strengthen our response to refugee movements with a new sense of urgency, and redouble our efforts to address their causes.

I thank you all for your confidence in UNHCR.

Exploring new approaches and expanding partnerships

Congolese refugee Janine and fellow members of Oruchinga's fish farm collective feed tilapia with pellets at a fish farm jointly run by refugees and locals on Lake Rwamunga, western Uganda. In Uganda, refugees have the right to work but often do not have the money to set up their own businesses. Village savings and loan associations like Oruchinga's fish farming collective have multiplied in the country over the last decade with the help of capital investment from UNHCR. These associations provide loans and a way of saving for vulnerable communities that do not have access to banks or financial services.

There are now more than 67 million people of concern to UNHCR around the world—refugees, stateless persons, returnees, and IDPs affected by conflict—a number which has doubled over the past two decades. The succession of new or worsening crises has caused an increase in displacement from about 1 in 160 people a decade ago to 1 in 113 today. Of those refugees under UNHCR's mandate, 84 per cent are residing in low- or middle-income countries, and a quarter of those are living in the world's least developed

countries. These historic levels of displacement have highlighted the need to revisit some of the traditional approaches to the provision of protection and assistance as well as the search for solutions.

The international community is increasingly recognizing that development and peacebuilding objectives cannot be fully achieved without addressing the challenges of forced displacement and statelessness. Through the 2030 Sustainable Development Agenda and in

support of the Secretary General's UN reform process, States have pledged to "leave no one behind," with the Grand Bargain (see *Glossary*) and "New Way of Working" seeking to cement the links between humanitarian and development action.

In the September 2016 New York Declaration on Refugees and Migrants, the Member States of the United Nations unanimously acknowledged that a stronger international response to refugee movements requires the engagement of a much broader range of actors and resources, the promotion of the social and economic empowerment of refugees, and early action to support the countries and communities that host them. It furthermore

"Development action and financing are central to the new model—to enhance policy dialogue, to expand service delivery, and boost economic opportunities for refugees and host communities. Together, these can build resilience and self-reliance and pave the way towards solutions over the mid and longer term."

—Filippo Grandi, the UN High Commissioner for Refugees, at the opening session of UNHCR's ExCom, 2 October 2017

sets out the elements of a Comprehensive Refugee Response Framework (CRRF, see *Glossary*) as a blueprint for international responses to large movements of refugees and protracted refugee situations, and paves the way for the adoption in 2018 of a global compact on refugees to ensure the effective implementation of the framework.

This chapter outlines the "how" of UNHCR's evolving approach to partnerships and complements the "what" as outlined respectively in the regional and thematic chapters in this Global Appeal. It sets out

UNHCR's overall approach to strengthen and diversify partnerships and how these will help better deliver assistance and protection to people of concern.

Deeper partnerships to support hosting countries and their communities

The New York Declaration recognized the importance of ensuring that humanitarian and development efforts are complementary and mutually supportive. This is an area in which UNHCR and some of its key partners—notably UNDP and the World Bank—have been working for a long time. Displacement policy has been evolving over the last 30 years, as has the role of

development actors in alleviating the effects of forced displacement. This saw the emergence in the 1980s of initiatives such as the International Conference on Assistance to Refugees in Africa, the International Conference on Central American Refugees, and the Cambodian Resettlement and Rehabilitation Programme. More recently, it has included initiatives at the country and regional level such as the Syria Crisis Regional Refugee and Resilience Plan (3RP) through to global initiatives such as the Transitions Solutions Initiative, and the Solutions Alliance.

The World Bank and UNHCR partnership

The World Bank's engagement with UNHCR on issues of forced displacement rests on an appreciation of the two organizations' respective humanitarian and development mandates and approaches. This appreciation underlies joint activities to bridge humanitarian and development gaps by including populations of concern to UNHCR in development planning, and the analysis of the mid- to long-term implications of displacement for host communities, including opportunities for socio-economic growth.

"At the World Bank Group, we believe the Comprehensive Refugee Response Framework is an opportunity for us to work together in new and critically more effective ways. For too long, forced displacement was considered a humanitarian concern, and not part of the development agenda. But we cannot achieve the Sustainable Development Goals without addressing the situation of refugees, especially when nearly 90 per cent live in the developing world."

—Statement by Mr. Jim Yong Kim, President of the World Bank, at the opening session of UNHCR's Executive Committee, 2 October 2017

The World Bank and other development actors are key to the provision of medium- to longer-term support to hosting communities, including in the form of opportunities for additional and more predictable financing for national governments and local authorities. The \$2 billion sub-window for refugees and host communities in the International Development Association's (IDA) eighteenth replenishment will provide critical support to low-income countries hosting large numbers of refugees which are also open to policy and legal reform to further the inclusion of refugees in local systems. For middle-income countries, the Global Concessional Financing Facility provides an affordable and sustainable means of meeting the medium- and long-term development costs associated with hosting large numbers of refugees through the provision of loans at concessional rates.

Furthermore, the World Bank and UNHCR are establishing a joint data centre on displacement that will improve statistics on refugees, other displaced people and host communities. The new centre will enable a better-informed and more sustainable response to forced displacement, underpinning a coordinated humanitarian-development approach. It will build on UNHCR's role as the reference institution for refugee data, bringing in the World Bank group's analytical expertise and its experience in helping national governments to improve statistical capacity.

The May 2016 World Humanitarian Summit emphasized the importance of bringing greater coherence, efficiency, transparency and accountability to the effort to protect people and find solutions to humanitarian crises. The most tangible outcome was the Grand Bargain, which included specific commitments by UNHCR to enhance management efficiencies, provide greater support to local and national responders, and strengthen the engagement between humanitarian and development actors. These commitments seek to ensure that protection remains at the centre of humanitarian action, that engagement in situations of internal displacement is more predictable, and that efforts are maintained to end statelessness. These commitments are only some of the areas that the High Commissioner underlined in the 2017-2021 Strategic Directions which will frame UNHCR's partnership approach.

UNHCR's partnership approach has at its heart clarity on protection principles, adherence to clear divisions of work that maximize expertise and mandates, and a commitment to getting coordination right from the start. The 2030 Agenda promise to "leave no one behind" provides compelling support for the inclusion of refugees, IDPs and stateless persons in regular development planning. UNHCR will continue to advocate for the inclusion of people of concern in national development plans and all other activities related to the Sustainable Development Goals, in close collaboration with partners at the global and country level. To achieve this, UNHCR is strengthening its cooperation with humanitarian and development actors, in particular, ILO, OECD, UNDP, UNICEF and the World Bank. Other development agencies, such as the European Commission's Directorate-General for

International Development Cooperation (DEVCO) and the Japan International Cooperation Agency (JICA), as well as the large bilateral development actors, are also increasing support to refugee-hosting countries so that they can further include refugees in national development plans and programmes.

In addition, stronger ties are being created with national organizations of all kinds, including humanitarian, development, human rights, faith-based and academic ones. UNHCR's Annual Consultations with NGOs will remain a leading forum worldwide for civil society to discuss questions related to forced displacement. Engaging with local and national partners, and in line with its Grand Bargain commitments, UNHCR will pursue its efforts to increasingly engage local and national partners in country operations. Illustrative of this, 20 per cent of the \$1.4 billion disbursed by UNHCR to more than 900 partners in 2016 was allocated to local and national partners for programmes providing protection and solutions to refugees and other people of concern. The Office aims to raise this to 25 per cent by 2020.

UNHCR will remain a principled, effective and inclusive responder to refugee situations. The Office will also use the various refugee, humanitarian or development plans—such as the Humanitarian Response Plan, the Refugee Response Plan (RRP) and the associated pooled funding mechanisms, or the UNDAFs—to quantify and qualify the needs in a given context, and to conduct advocacy. The Refugee Coordination Model (see *Glossary*) will remain a predictable and focused mechanism for rapid action that, in line with the New York

Working within the United Nations system

UNHCR has continued to participate in the deliberations on ways to strengthen humanitarian-development cooperation within the UNDG and the IASC. These have also explored how the renewed focus of the Secretary-General on the work of the United Nations on peace can be integrated in the humanitarian-development nexus. Over the next two years, UNHCR will maintain its close engagement with the Secretary-General's reform agenda through its participation in relevant discussions and bodies, such as the CEB, UNDG, and Executive Committees of the Secretary-General.

UNHCR's work on strengthening humanitarian-development cooperation on issues such as data collection and analysis, poverty measurement, and community-driven development models—all with the goal of increasing support to refugees and hosting countries and integrating people of concern into national development plans—are outlined in the subsequent regional and thematic chapters of this Global Appeal. Some examples of partnerships are highlighted below.

UNDP

In the past, UNDP and UNHCR were both leading members of the Transitional Solutions Initiative, from 2010, and the Solutions Alliance launched in 2014. These global initiatives aimed to test new approaches to durable solutions to displacement crises. The lessons learned from these experiences were key building blocks for the New York Declaration. The most important current regional and country level UNDP-UNHCR collaboration is the Syria crisis Regional Refugee Resilience Plan (3RP), launched in 2015, that frames the UN's response to the displacement in five countries within the context of the humanitarian-development nexus.

UNICEF

UNICEF and UNHCR are strengthening their partnership for a more coordinated and predictable response and to work towards the inclusion of people of concern in development plans and national services as well as continued joint actions to reduce statelessness. The two agencies will collaborate more closely in emergency preparedness through combined missions to support country operations, reinforce their cooperation in relation to cash-based interventions (see *Glossary*), social protection and insurance schemes together with ILO, WFP and WHO.

ILO

UNHCR and ILO updated their MoU in 2016—which aimed at expanding cooperation in the promotion of employment opportunities for refugees and other people of concern. In addition, the "Guiding Principles on the access of refugees and other forcibly displaced persons to the labour market", adopted by the ILO Governing Board in 2016, marked an important step towards establishing the foundation for improved self-reliance. In collaboration with ILO, UNHCR has drawn up a joint action plan on refugees' access to labour markets, rights at work and livelihoods, and will continue advocating for refugees' full enjoyment of the right to work in hosting countries.

WFP

UNHCR and WFP signed an addendum to their previous MoU to include the provision of cash assistance to refugees. The addendum provides a strong and predictable framework for collaboration and coordination in this regard. In addition, the two organizations are working on, and will issue, joint operational guidance on targeting assistance based on needs in 2018 to ensure that those most in need are targeted with appropriate assistance.

Declaration, will be used to seek comprehensive assistance for refugees and hosting communities. The Special Envoys and Regional Refugee Coordinators designated by the High Commissioner to address the regional protection and solution dimensions of a refugee crisis will have their support and roles strengthened.

A progressive approach to protection and solutions: multi-year, multi-partner pilots

UNHCR's decision to move towards multi-year and multi-partner (see *Glossary*) planning embodies the spirit of the New York Declaration and the CRRF (on which more below). It builds planning upon a longer-term vision and strategic objectives agreed with partners through an inclusive and consultative process, ensuring that all people of concern to UNHCR and their hosts are at the centre of planning and priority-setting in the areas where they live and focusing support on national systems, institutions and civil society. Longer-term strategies will also help to establish and strengthen important linkages between UNHCR's plans and those of development and peace-building actors, and focus support on the inclusion of people of concern in national services and systems, institutions and civil society.

In line with its Grand Bargain commitment, UNHCR field operations will have included multi-year perspectives to support the inclusion and comprehensive solutions for people of concern and will engage a wider range of partners, including development actors, to plan with a longer-term vision by 2020. That will also facilitate the full range of UNHCR's Strategic Directions as well as the implementation of the CRRF. It will enable the Office to be a more predictable

partner on longer-term and coordinated strategy development to improve protection and advance solutions for all populations of concern, as well as support hosting communities. UNHCR's results-based management system will incorporate this into its redesign, with the new results framework to be aligned with inter-agency frameworks.

Applying the Comprehensive Refugee Response Framework

The various initiatives outlined above, all of which align with the vision of greater resilience for refugees and host communities, and all of which are singularly or individually laudable, could not provide the range of comprehensive solutions to the needs of people of concern. Something else was needed, an operational framework and overarching methodological link to a renewed declaration of the principles underpinning the international protection regime.

The New York Declaration is that milestone, a reflection of a acknowledgement of global solidarity and refugee protection, containing a wide range of commitments and principles agreed to by all United Nations Member States. It further demonstrates that assisting and protecting refugees, and supporting host countries and communities, are shared international responsibilities that must be borne more equitably and predictably, and which require engagement from a much wider group of stakeholders: government authorities, UN and other international partners, international and regional financial institutions, development actors, NGOs, academia, business and civil society actors, host communities and refugees themselves.

The Declaration confirms that ensuring protection for refugees and securing solutions for people of concern to UNHCR requires predictable and coordinated responses, the reinforcement of national institutions and the strengthening the capacity and resilience of host, refugee and statelessness communities. Lasting systemic changes take time. By committing States to "a more equitable sharing of the burden and responsibility", the Declaration serves as a basis for mobilizing a more effective—and more predictable—response to large movements of refugees, and protracted refugee situations.

To assist in realizing this vision, the New York Declaration established a new framework—the CRRF. This is a blueprint for responding throughout the whole life cycle of displacement, from large-scale movements of refugees, to protracted refugee situations, and to the achievement of durable solutions. It also presents the international community with an important opportunity to further consolidate and strengthen the international refugee protection regime through the application of the CRRF and the adoption of a global compact on refugees. It reiterates that the achievement of comprehensive solutions for refugees will require robust cooperation, commitment and a multi-year, multi-partner approach.

As a new approach, the CRRF charts a course for the mobilization of more effective and predictable responses to large movements of refugees from global preparedness, early response, to the inclusion in national societies and solutions. It builds on the policy initiatives such as the 2030 Agenda and the Grand Bargain. Applying a "whole-of-society" approach, it requires the engagement of a much broader range of actors, including

government authorities at national and district levels, international organizations, development actors, international financial institutions, the private sector, civil society, academia, as well as refugees and host communities themselves.

The express objectives of the CRRF are four-fold:

- Easing pressures on hosting countries.
- Building the self-reliance of refugees.
- Expanding access to resettlement in third countries as well as other complementary pathways.
- Supporting conditions that enable refugees voluntarily to return in their home countries in safety and dignity.

In support of these objectives, the CRRF identifies a range of measures to better:

- Ensure adequate reception and admission measures.
- Meet immediate and ongoing needs (such as protection, health, education).
- Provide assistance to national/local institutions and communities receiving refugees.
- Conceptualize the expansion of opportunities for durable solutions.

Member States called upon UNHCR to roll out and implement the CRRF in close coordination with relevant States and partners. To achieve this, the High Commissioner established a dedicated Task Team on Comprehensive Responses to facilitate the initial stage of this process in an expanding number of roll-out countries. As of September 2017, 12 countries are officially rolling out

the CRRF—Belize, Costa Rica, Djibouti, Ethiopia, Guatemala, Honduras, Kenya, Mexico, Panama, Somalia, Uganda and the United Republic of Tanzania. Regional approaches are being pursued for the Somali Refugee Situation, and for Central America and Mexico. The key achievements of these regional approaches thus far are the Nairobi Declaration on Durable Solutions for Somali Refugees and Reintegration of Returnees in Somalia adopted by Heads of State of the Intergovernmental Authority on Development (IGAD) in March 2017, and the Comprehensive Regional Protection and Solutions Framework adopted in Honduras in October 2017 (see *regional chapters*).

Host countries have demonstrated leadership in this multi-stakeholder response, by defining priorities for the roll-out of the CRRF, and building on existing coordination and funding structures. Some have already taken

significant steps to revise refugee laws and policies, such as Ethiopia, where refugees can have vital events such as births and marriages recorded in national registries, and Djibouti, where national education laws have been revised to take refugees into account.

Alongside authorities responsible for refugee matters, offices in charge of development planning, key line ministries and officials from refugee hosting districts are beginning to engage in short- and longer-term planning and programming that addresses the needs of refugee and host communities in an integrated manner. Regional approaches for the CRRF roll-out are shaped by national consultations and action plans, and benefit from the active steering of regional organizations, as demonstrated in Central America and Mexico as well as in the Somali refugee situation.

In addition, NGOs are very engaged allies in implementing the CRRF. In various roll-out countries, they are represented in the CRRF governance bodies—such as Secretariats or Steering Committees—working in a multi-stakeholder approach with development and humanitarian actors, line ministries and the private sector. NGO networks across the globe are coordinating and shaping the contribution of civil society to the implementation of the CRRF.

Moreover, NGOs are advocating at various levels including mobilizing and engaging grassroots organizations to ensure local voices and perspectives are heard and integrated, including those of refugees. NGOs are working to influence policies at global and regional level, mobilize public opinion and the media for enhanced support to refugees and host communities in the context of implementing the CRRF, and developing a global compact on refugees.

A key element of the operationalization of the CRRF is the mainstreaming of refugees into national development planning and the inclusion of refugees in national systems and services, such as for education, health and social protection. A growing body of evidence and experience suggests that, where possible, the inclusion of refugees in national and local systems and services (as opposed to the establishment of parallel structures) yields efficiency gains and leads to improved outcomes for refugees and host communities. Inclusion supports refugees to achieve their potential as individuals and as drivers of economic development, serves as the basis for strong relationships between refugees and host communities, and also lays the groundwork for durable solutions, including voluntary and sustainable return when conditions allow. The inclusion of Afghan

refugees in Iran's national health system, for example, demonstrates the potential of this approach, whilst also showing that a number of countries that are not officially rolling out the CRRF are already applying a CRRF approach. These include those countries affected by the Syria situation, through the 3RP, and the Islamic Republics of Afghanistan, Iran and Pakistan through the Solutions Strategy for Afghan Refugees (see *regional chapters*).

Refugee inclusion brings with it a range of challenges, however. It requires national and local systems to be strengthened and expanded so that they can cater to a larger and more diverse population with a range of specific needs. In order to strengthen and expand national and local systems, many hosting States require the support of the international community. Reliable support is required in financial terms, but also to support the coordination of inclusive policies, to provide technical advice and to build the capacity of relevant actors.

As part of the roll-out of the CRRF in 2018, UNHCR will build on and consolidate initial progress achieved in 2017. Particular emphasis will be placed on:

- Supporting governments and partners in scaling-up short- and longer-term programming in line with CRRF work plans.
- Advancing practical steps towards including refugees in national plans and response strategies across thematic sectors, including continued policy guidance.



A volunteer gives technical advice in the computing room at La 72 migrant shelter in Tenosique, Mexico.

Mexican shelter provides safe space for Central Americans

At a shelter near the Guatemalan border, a Mexican friar provides protection and humanitarian assistance to people fleeing violence, extortion and forced recruitment by gangs in the north of Central America.

Tomás González Castillo, a member of the Christian religious order of Franciscans, opened the La 72 shelter in the town of Tenosique in 2011 and since then it has welcomed more than 50,000 people, including single mothers, minors and a growing number of families, as well as lesbian, gay, bisexual, transgender and intersex people, collectively known as LGBTI, from the north of Central America.

In the past two years, shelters in Mexico have seen the demand for their services nearly double as the number of people in need of protection continues to grow. The shelters, often run by civil society or church groups, have also received more than 1,500 asylum-seekers released from migration detention centres in a programme that began in 2016.

The network of safe spaces in Central America and Mexico is one of the examples of good practice in robust reception for people on the move for protection reasons.

- Accelerating resource mobilization in line with humanitarian and development needs observed.
- Collating and analyzing best practices and lessons learned in preparation for the global compact on refugees (see below).

The engagement with a wide range of actors in a comprehensive response will enable UNHCR to further increase emphasis on its protection and solutions mandate, including emergency response, strengthening asylum systems, and expanding resettlement and complementary pathways for admission (see *thematic chapters*) while continuing to pursue innovative approaches and improved data systems and analytics to inform comprehensive solutions.

This new paradigm presented by the CRRF, and the work towards developing the global compact, offers significant opportunities for more comprehensive and longer-term strategic planning for protection and solutions for people of concern. UNHCR's decision to move towards multi-year and multi-partner planning derives from the need for longer-term and coordinated strategy development in order to improve outcomes for all populations as well as local communities. Multi-year and multi-partner strategies will be, essentially, UNHCR's process for planning and programming its contributions to CRRF.

Towards a global compact on refugees

In the New York Declaration, the High Commissioner was asked to propose, in 2018, a global compact on refugees. This global compact will build upon the commitments made in the Declaration, to

underpin the CRRF and to strengthen predictable responses to large movements of refugees and protracted refugee situations. It will not contain new standards.

The global compact will be, in essence, a global agreement on comprehensive refugee responses. It will be based on the CRRF and facilitate its implementation by building a platform of cooperation that enables a more equitable and predictable sharing of the burden of and responsibility for the world's refugees.

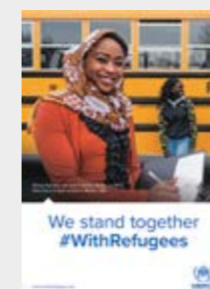
The CRRF and the development of a global compact on refugees are expected to have a transformative effect across the entire spectrum of UNHCR's activities as it works with partners to bring a more comprehensive and longer-term strategic focus to the provision of protection and the search for durable solutions.

To develop a global compact that can receive broad consensus, UNHCR has set out a "roadmap" for its development. In 2017, UNHCR hosted a series of "thematic discussions" to elicit proposals and to engage in a process of stocktaking of good practices and lessons learned during the CRRF roll-out and in other historical and current refugee situations. These will contribute to the drafting of the global compact, which UNHCR will circulate in early 2018 in advance of a series of formal consultations. Following the consultations, the High Commissioner will propose the text of the global compact in his annual report to the General Assembly of the United Nations and it will be considered in conjunction with the annual resolution on the work of the Office (known as the "omnibus" resolution).

Engaging with the public: We stand together #WithRefugees

In 2018, UNHCR's #WithRefugees Campaign will continue to channel global public solidarity for forcibly displaced people. To quantify this solidarity, the Campaign uses a global petition as its call to action. With over 1.5 million signatures, the #WithRefugees petition shows government leaders who will be asked to adopt the global compact on refugees that there is a strong constituency of citizens around the world who support its principles. It specifically asks that every refugee child have an education; every refugee family has somewhere safe to live; and that every refugee can work or learn new skills to support their families.

Launched in 2016, the two-year campaign recounts positive stories of communities which are welcoming refugees—and brings to life the stories of refugees to show how they bring value to their adopted communities. By accentuating the positive, UNHCR aims to counter the negative narrative about refugees and supports the United Nations' TOGETHER initiative called for in the New York Declaration.



The campaign has also mobilized a diverse group of organizations under the umbrella of the #WithRefugees coalition to help amplify the refugee solidarity message to new and larger audiences. The ever-growing #WithRefugees coalition of more than 280 universities, companies, foundations, faith-based organizations, youth groups, and NGOs is working together with the common goal of improving opportunities and assistance for families on the move. Influential in their own right, each coalition member supports the #WithRefugees Campaign by mobilizing its own network. The Campaign also features a "solidarity map" which tracks big and small efforts to welcome refugees worldwide.

UNHCR's #WithRefugees Campaign is a vital tool for building public empathy and activating broader support for refugee and displaced families. In 2018, its goodwill ambassadors and high-profile supporters will continue playing a vital role in amplifying the #WithRefugees Campaign. In addition to generating key support for the Campaign, they support UNHCR's work more broadly through their focus on building engagement, telling the human story behind the numbers, and amplifying particular issues and partnerships. Often invited to participate in events and campaigns by UNHCR offices, by partners, and by governments, they are able to leverage the Office's advocacy, awareness, and fundraising goals. Given some of UNHCR's supporters were themselves refugees, they bring not only this deeply personal perspective to their work, but offer a trusted voice to speak on refugee issues.

The Special Envoy

Angelina Jolie will continue representing UNHCR and the High Commissioner in her role as Special Envoy. She will undertake advocacy and help to contribute to the vital process of finding solutions for people forced to flee their homes, and will lend her support to UNHCR in this important year of work towards the global compact. During a visit to Geneva earlier in the year, she met with the High Commissioner to renew her agreement as UNHCR Special Envoy. Speaking to hundreds of UNHCR colleagues assembled in the atrium, she reaffirmed her commitment to refugees worldwide, stating: “I am with you for life.”

In the years she has worked with the organization, the Special Envoy has observed the number of refugees and IDPs driven from their homes by wars and persecution, returnees trying to rebuild their lives, and those who are stateless, rise to more than 67 million from 22 million, presenting a challenge to the world and in particular for UNHCR. Speaking to these challenges, the Special Envoy told her colleagues: “I hope I represent you as best I can in all your work, and that I will continue to.” During her Geneva visit, the Envoy also delivered the annual lecture for the Sergio Vieira de Mello Foundation, which honours

the memory and work of the former UNHCR staff member and diplomat.

Spending time in the field with refugees has and always will remain a priority for the Special Envoy, who regularly travels the world on behalf of the organization. In June, she marked World Refugee Day in Kenya, her third visit to the country since assuming her functions with UNHCR in 2001. The visit focused on the hardships faced by adolescent refugee girls who fled extreme violence or persecution in Burundi, the Democratic Republic of the Congo, Rwanda, Somalia, and South Sudan, almost all of whom had suffered sexual and gender-based violence and who had been robbed of their childhoods. After hearing about their personal stories and their lives today, the Special Envoy acknowledged their bravery and resilience.



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“Over half of all refugees and displaced people worldwide are women and children. How we treat them is a measure of our humanity as nations. On World Refugee Day, my only ask is that people consider the pain and suffering of young girls like these. Not only have they had to flee extreme violence or persecution, lost everything and witnessed the death of family members, but they have also had to face so much abuse and intolerance and hardship. They are doing their best to carry on, with minimal support, trying to live lives in dignity against impossible odds.”

—Angelina Jolie, UNHCR Special Envoy

Angelina Jolie meets vulnerable women on World Refugee Day, in Nairobi, Kenya. UNHCR's Special Envoy comforts a 16-year-old Congolese refugee and her baby at the Heshima Kenya project in Nairobi.

GLOBAL STRATEGIC PRIORITIES 2018-2019

UNHCR's Global Strategic Priorities (GSPs) for the 2018 and 2019 biennium represent important areas in which the Office is making targeted efforts in strengthening protection, improving the well-being of refugees and other people of concern to UNHCR, and seeking solutions. The operational GSPs reflect key priorities shared by UNHCR's offices worldwide and also support the objectives set out in the Comprehensive Refugee Response Framework (see *Glossary*). They guide the development and implementation of country level plans undertaken by field operations together with partners and national authorities.

The set of operational GSPs for 2018-2019 are identical to those of the previous biennium (2016-2017). Not only does this ensure continuity and consistency in monitoring and reporting, but most importantly the set fully supports the five core areas of UNHCR's 2017-2021 Strategic Directions: to ensure protection, respond in emergencies, promote inclusion, empower the people UNHCR serves, and expand opportunities for solutions.

The set of support and management GSPs for 2018-2019 provide direction to the work of those at the agency's headquarters and regional offices engaged in policy development, operational support, and oversight. Improvements have been made to this set to reflect the way UNHCR is implementing the

vision of its Strategic Directions. The improvements also allow for better alignment with UNHCR's support of the Sustainable Development Goals (SDGs) covered by the 2030 Agenda for Sustainable Development, and the outcomes of the 2016 World Humanitarian Summit, in particular the Grand Bargain (see *Glossary*).

PLANNING AND TRACKING

Staff in UNHCR's operations around the world work with those in partner organizations and other key stakeholders to review and decide which GSPs are most relevant to their context and will contribute to improving the situation of refugees and other people of concern. They also consider how the SDGs' commitment to "leaving no one behind" may help foster new approaches and partnerships to improve progress with people of concern to UNHCR. Together, they agree on the most appropriate operational activities as well as ways to implement and monitor their impact on the GSPs.



At UNHCR's Headquarters, colleagues responsible for overseeing the various areas of the GSPs closely track progress achieved by field operations, and support and advise them when needed. They also assess and provide an aggregated report on the overall performance achieved by the organization against the global engagement levels, presented in the matrix that follows.

CHALLENGES

The overall needs in most countries where UNHCR is present largely exceed the resources available, making it a recurring challenge for operations in how to prioritize interventions that are often of equal importance. Discussions in specific countries, involving partners and people of concern to UNHCR, help determine priorities, taking into account how critical a situation is, the likelihood of a programme

being successful, and the cost efficiency of a particular project or activity. Operations also actively engage with governments on some of the GSP areas where their active support is essential in achieving progress.


OPERATIONAL GSPs

	IMPACT INDICATOR	ENGAGEMENT
FAVOURABLE PROTECTION ENVIRONMENT		
 1. Safeguarding access to territorial protection and asylum procedures; protection against <i>refoulement</i> ; and supporting the adoption of nationality laws that prevent and/or reduce statelessness	Extent law consistent with international standards relating to refugees Extent law and policy consistent with international standards relating to internal displacement and on prevention of statelessness % of stateless persons for whom nationality granted or confirmed	Seek improvements to national law and policy in 80 countries so as to be consistent with international standards concerning refugees and asylum-seekers. Seek improvements to national law and policy in 17 countries, so as to be consistent with international standards concerning IDPs. Seek improvements in citizenship laws in 40 countries, so as to be consistent with international standards on the prevention of statelessness. Seek to increase the percentage of stateless persons who acquire or confirm nationality in 14 situations.
FAIR PROTECTION PROCESS AND DOCUMENTATION		
 2. Securing birth registration, profiling and individual documentation based on registration	% of children under 12 months old who have been issued with a birth certificate by the authorities % of people of concern registered on an individual basis	Seek to increase the systematic issuance of birth certificates to newborn children in 53 situations. Seek to maintain or increase levels of individual registration in 96 refugee situations.









OPERATIONAL GSPs


	IMPACT INDICATOR	ENGAGEMENT
SECURITY FROM VIOLENCE AND EXPLOITATION		
 3. Reducing protection risks faced by people of concern, in particular, discrimination, SGBV and specific risks faced by children	Extent known SGBV survivors receive appropriate support	Provide and seek improved provision of support to known SGBV survivors in 95 refugee operations, 10 situations where UNHCR is operationally involved with IDPs, and 3 returnee situations.
	Extent community is active in SGBV prevention and survivor-centred protection	Seek improved community involvement in SGBV prevention and protection of survivors in 58 refugee situations, 8 situations where UNHCR is operationally involved with IDPs, and 4 returnee situations.
	% of unaccompanied and separated children for whom a best interest process has been initiated or completed	Seek to maintain or increase the proportion of unaccompanied or separated refugee children for whom a best interest process has been completed or initiated in 74 refugee situations.
	Extent children of concern have non-discriminatory access to national child protection and social services	Seek to increase the non-discriminatory access to national child protection and social services in 37 refugee situations, 4 situations where UNHCR is operationally involved with IDPs, and 3 returnee situations.

BASIC NEEDS AND SERVICES

 4. Reducing mortality, morbidity and malnutrition through multi-sectoral interventions	Prevalence of global acute malnutrition (GAM) (6-59 months)	Seek to maintain UNHCR standards or reduce level of GAM in 36 situations where refugees live in camps or settlements.
	Under-5 mortality rate	Seek to maintain UNHCR standards or reduce mortality levels of children under 5 years old in 44 situations where refugees live in camps or settlements.
 5. Meeting international standards in relation to shelter, domestic energy, water, sanitation and hygiene	% of households living in adequate dwellings	Seek to maintain or increase the percentage of households living in adequate dwellings in 48 refugee situations, 15 situations where UNHCR is operationally involved with IDPs, and 7 returnee situations.
	Average number of litres of potable water available per person per day	Seek to maintain or increase the level of water supply in 46 refugee situations.

	IMPACT INDICATOR	ENGAGEMENT
COMMUNITY EMPOWERMENT AND SELF-RELIANCE		
 6. Promoting active participation in decision-making of people of concern and building coexistence with hosting communities	% of active female participants in leadership/management structures	Seek improved participation of women in leadership/management structures in 54 refugee situations and 4 situations where UNHCR is operationally involved with IDPs.
	Extent local communities support continued presence of people of concern	Seek improvements in relations between people of concern and local communities in 65 refugee situations.
 7. Promoting human potential through increased opportunities for quality education and livelihoods support	% of people of concern (18-59 years) with own business/self-employed for more than 12 months	Seek to maintain or increase the percentage of people of concern who are supported to improve their business/self-employment opportunities in 38 operations.
	% of primary school-aged children enrolled in primary education	Seek improved enrolment rate of primary school-aged children in 95 refugee situations.

DURABLE SOLUTIONS

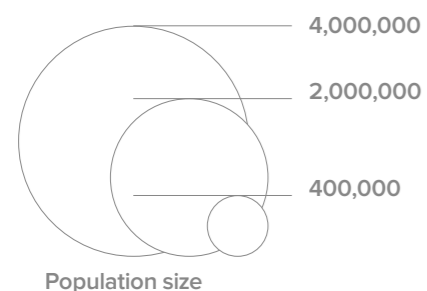
 8. Expanding opportunities for durable solutions for people of concern, particularly those in protracted situations, including by strengthening the use of comprehensive approaches and contributing to sustainable reintegration, local settlement and successful resettlement in third countries	Extent return has been voluntary, and in safety and dignity	Support refugees to return voluntarily, and in safety and dignity, in 40 situations where conditions permit.
	Extent returnees have same access to rights as other citizens	Support returnees in 11 situations to reintegrate in a sustainable manner, with the same access to rights as other citizens.
	Extent social and economic integration is realized	Support local integration in 42 refugee situations where conditions permit.
	% of people of concern, identified in need of resettlement, submitted for resettlement	Seek to maintain or increase the percentage of people submitted for resettlement among those identified in need of resettlement, thereby supporting solutions in 74 situations.

SUPPORT AND MANAGEMENT GSPs

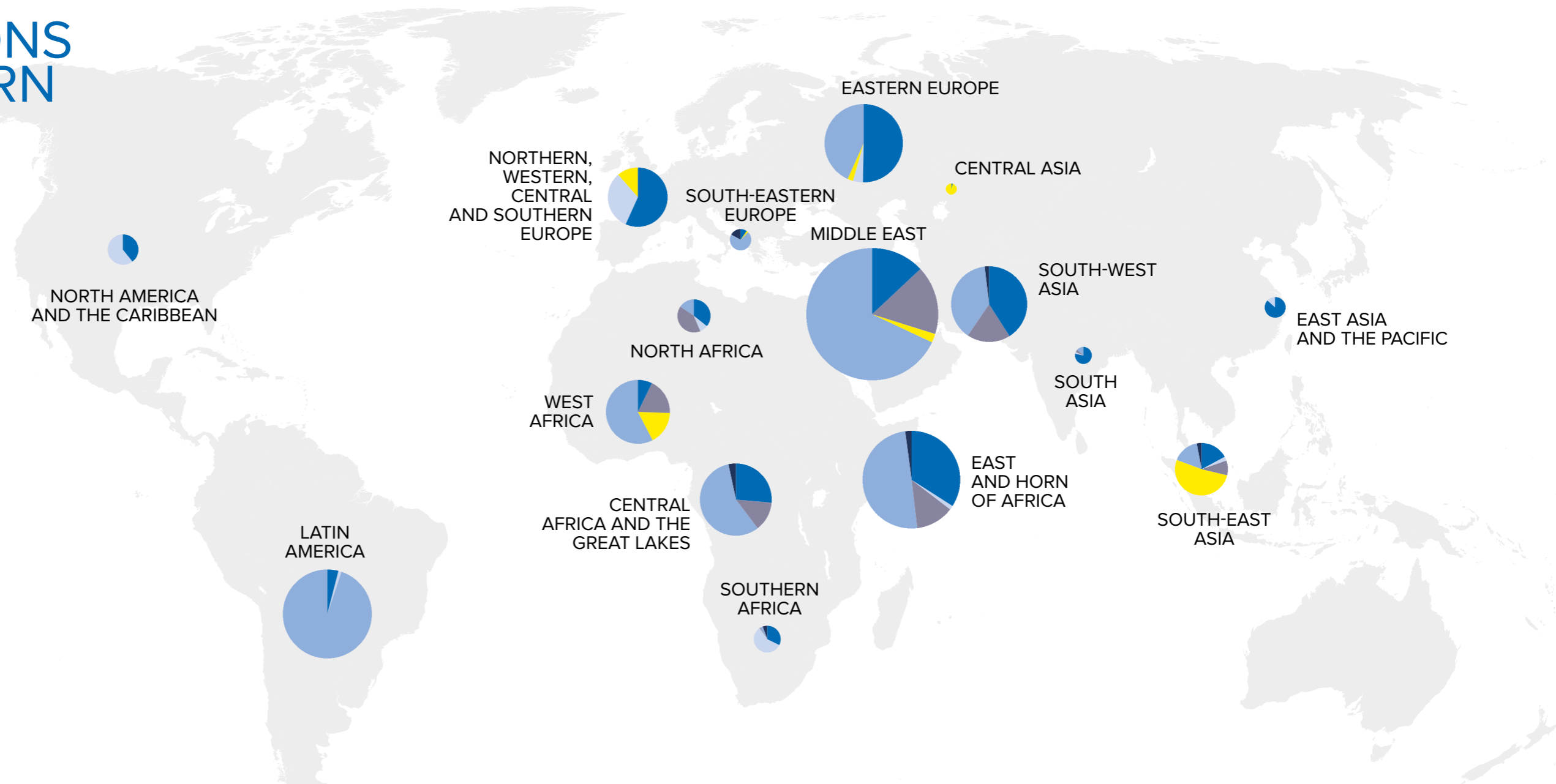
INDICATOR	
<p>1. UNHCR's programmes are carried out in an environment of sound financial accountability and adequate oversight</p>	<ul style="list-style-type: none"> Financial management and reporting are strengthened at UNHCR Headquarters and in the field through streamlined and enhanced systems, with effective guidance on financial controls provided and applied. Accounts are recorded and disclosed in full compliance with the International Public Sector Accounting Standards (IPSAS), and UNHCR obtains maximum benefits from the standards applied. CBIs are supported by a robust financial control framework and business processes that are embedded in the delivery system. Partnership arrangements are simplified and harmonized in collaboration with stakeholders, including other United Nations entities, and the share of resources entrusted to local partners is increased.
<p>2. UNHCR's operations deliver quality protection and facilitate solutions to people of concern and effectively advocate for their rights</p>	<ul style="list-style-type: none"> Global protection and solutions capacity and response are strengthened through direct operational support, enhanced monitoring and partnerships. The promotion of gender equality is enhanced and accountability to people of concern is reinforced at global and operational levels.
<p>3. UNHCR facilitates effective responses to forced displacement and statelessness through strengthened protection and solutions frameworks, advocacy and operational partnerships and the promotion of inclusion in national systems</p>	<ul style="list-style-type: none"> National, regional and global protection frameworks and capacities are strengthened through effective implementation of supervisory responsibility and advocacy, in close collaboration with States and other relevant actors, including international development and peacebuilding entities. Protection of displaced and stateless persons is strengthened, and pathways to solutions are expanded through new partnership arrangements, support to strengthen national systems and institutions, and implementation of comprehensive responses.
<p>4. UNHCR facilitates responsible and comprehensive use of data and information for decision-making and advocacy, including by partners and people of concern</p>	<ul style="list-style-type: none"> UNHCR and partners manage and use data and information, following a principled, systemized and collaborative approach to enable evidence-based actions, programme design and resourcing decisions for quality protection outcomes. Information and analysis on the situation of refugees and other people of concern is made available to support their inclusion in international and national development frameworks. Data and information management approaches, including storing and sharing of personal data, respect protection practices and privacy concerns.
<p>5. UNHCR makes effective use of and contributes to improving inter-agency humanitarian coordination mechanisms and drives efforts to place protection at the centre of humanitarian action</p>	<ul style="list-style-type: none"> Effective coordination and leadership is established for refugee responses and for UNHCR-led clusters at the global and operational levels. UNHCR provides protection expertise and analysis to guide and inform joint humanitarian action.
<p>6. Multi-year, multi-partner protection and solutions strategies, supported by results-based management (RBM) approaches, facilitate collaboration and effective inclusion of people of concern in national systems and development frameworks, in pursuit of the sustainable development goals and development frameworks, in pursuit of the sustainable development goals</p>	<ul style="list-style-type: none"> Multi-year, multi-partner strategies are informed by improved joint needs assessments and are developed and implemented in consultation with key stakeholders, including national authorities, civil society, development partners and private sector representatives. UNHCR's RBM systems support collaborative and evidence-based planning and monitoring.

INDICATOR	
<p>7. UNHCR, in collaboration with partners, provides refugees and other people of concern with the possibility to meet their needs, enhance their protection and support their transition to solutions through the expanded use of CBIs</p>	<ul style="list-style-type: none"> UNHCR is equipped with the relevant systems, tools, skills and processes to implement and scale-up CBI programmes in an accountable manner. UNHCR pursues the objective of common cash transfer arrangements with partners, in line with UNHCR's CBI policy and strategy.
<p>8. UNHCR strengthens emergency preparedness, maintains and builds capacity to mobilize rapidly and effectively in response to emergencies</p>	<ul style="list-style-type: none"> Core relief items are stocked to provide emergency assistance for up to 600,000 people and dispatched within 48 hours. Active standby capacity is maintained and UNHCR and partner personnel, with appropriate leadership, coordination and protection skills, are available for immediate deployment to emergency operations. Representation of local and national partners and communities is increased in preparedness action planning. A proactive approach to security management is applied through a qualified security workforce, security training and support to emergencies.
<p>9. UNHCR is optimally prepared to respond to global forced displacement challenges, through a diverse workforce of talented and highly performing people, who are flexible and able to be deployed in a timely manner, and who benefit from comprehensive care and support from the organization</p>	<ul style="list-style-type: none"> Strategic workforce planning that accounts for diversity and gender balance is improved through analysis of current and future talent requirements. Career management is supported through the provision of learning opportunities and performance review, and is informed by the organizational demand for skills. A fair and transparent assignments framework ensures diversity and gender balance in the deployment of qualified personnel through efficient human resources systems, particularly in the context of emergencies and high risk operations. Minimum standards of occupational health and safety for UNHCR's workforce are implemented across operations.
<p>10. UNHCR mobilizes political, financial and operational support from public and private sectors through effective strategic partnerships and fundraising strategies, as well as through evidence-based multimedia communications and targeted campaigns, building empathy and awareness among the general public and shaping the global dialogue on forced displacement</p>	<ul style="list-style-type: none"> Resource mobilization strategies are enhanced to increase funding from public and private sources, through existing and new creative approaches. Partnerships with Member States of the Executive Committee, United Nations agencies, NGOs and other partners are maintained and enhanced through regular and substantive dialogue. Strategic external communication activities are strengthened through targeted multimedia campaigns, timely public updates and increased outreach to target audiences, building a strong community of supporters. Political and operational support from private and public sectors is expanded to improve the welfare of displaced populations and host communities.

POPULATIONS OF CONCERN TO UNHCR



- Refugees
- Asylum-seekers
- Returnees (refugees and IDPs)
- Stateless persons
- Internally displaced people (IDPs)
- Others of concern



[AS OF JANUARY 2017]

Subregion	Refugees	Persons in refugee-like situations ⁽¹⁾	Total refugees	of whom assisted by UNHCR	Asylum-seekers	Returned refugees ⁽²⁾	IDPs protected/assisted by UNHCR ⁽³⁾	Returned IDPs ⁽⁴⁾	Stateless persons	Various ⁽⁵⁾	TOTAL POPULATION OF CONCERN
Central Africa and the Great Lakes	1,355,163	26,743	1,381,906	1,273,115	26,082	58,000	3,000,098	637,813	974	174,071	5,278,944
East and Horn of Africa	3,290,441	-	3,290,441	3,237,399	128,224	73,383	5,766,377	752,261	20,000	221,277	10,251,963
West Africa	300,616	-	300,616	294,768	7,004	29,318	2,377,353	725,892	694,115	16,275	4,150,573
Southern Africa	162,090	-	162,090	47,571	288,891	5,776	15,128	-	-	26,932	498,817
North Africa	370,640	26,000	396,640	295,635	87,408	11	174,510	449,840	19	3	1,108,431
The Middle East	2,252,789	32,542	2,285,331	2,107,313	96,190	159	11,955,323	2,971,074	372,442	21,391	17,701,910
South-West Asia	2,391,766	-	2,391,766	2,391,766	5,075	383,969	2,246,507	704,370	-	114,221	5,845,908
Central Asia	3,775	-	3,775	2,760	688	3	-	-	120,055	-	124,521
South Asia	223,704	-	223,704	49,681	9,867	1,054	39,730	12,445	-	849	287,649
South-East Asia	187,813	295,405	483,218	239,925	68,291	74	462,434	256,972	1,460,771	80,332	2,812,092
East Asia and the Pacific	370,784	4,581	375,365	682	56,561	-	-	-	837	2	432,765
Eastern Europe	3,109,814	15,185	3,124,999	2,886,723	256,507	64	2,686,894	-	142,549	-	6,211,013
South-Eastern Europe	36,686	7,160	43,846	19,566	3,595	215	317,957	477	14,053	78,406	458,549
Northern, Western, Central and Southern Europe	2,006,154	24,943	2,031,097	22,374	1,137,485	-	-	-	413,932	6,045	3,588,559
North America and the Caribbean	371,125	-	371,125	822	570,193	-	-	-	2,302	1,718	945,338
Latin America	100,053	221,516	321,569	33,763	84,447	204	7,584,816	-	158	61,612	8,052,806
TOTAL	16,533,413	654,075	17,187,488	12,903,863	2,826,508	552,230	36,627,127	6,511,144	3,242,207	803,134	67,749,838

The data are generally provided by Governments, based on their own definitions and methods of data collection. A dash ("-") indicates that the value is zero, not available or not applicable. All data are provisional and subject to change. More information on statistical trends and changes of global displacement can be found in the "2016 Global Trends" report. <http://www.unhcr.org/statistics/>

⁽¹⁾ Includes groups of persons who are outside their country or territory of origin and who face protection risks similar to those of refugees, but for whom refugee status has, for practical or other reasons, not been ascertained.

⁽²⁾ Includes refugees who have returned to their place of origin during 2016.

⁽³⁾ Includes IDPs who are in IDP-like situations.

⁽⁴⁾ Includes IDPs protected/assisted by UNHCR who have returned to their place of origin during 2016.

⁽⁵⁾ People of concern to UNHCR not included in the previous columns but to whom UNHCR may extend its protection and/or assistance.